Dear Peter,

Thank you so much for offering to be one of my recommenders to business school. As you know, letters of recommendation play a vital role in school acceptances, and I appreciate the time and thought you’re going to put into them (especially given how busy you are)!

# Deadlines:

It would be great if you could please submit the letters to these schools by the following dates (hyperlinks are to the full letter of recommendation requirements that the school, application deadlines in parenthesis):

1. [Harvard](https://www.clearadmit.com/mba-admissions-recommendation-questions/harvard-business-school-mba-recommendation-questions/): August 28th (September 4th)
2. [University of Pennsylvania](https://www.clearadmit.com/mba-admissions-recommendation-questions/upenn-wharton-mba-recommendation-questions/): August 28th (September 4th)
3. [Stanford](https://www.clearadmit.com/mba-admissions-recommendation-questions/stanford-gsb-mba-recommendation-questions/): September 3rd (September 10th)
4. [Northwestern University](https://www.clearadmit.com/mba-admissions-recommendation-questions/northwestern-kellogg-mba-recommendation-questions/): September 4th (September 11th)
5. [UC Berkeley](https://www.clearadmit.com/mba-admissions-recommendation-questions/berkeley-haas-mba-recommendation-questions/): September 4th (September 12th)
6. [Cornell](https://www.clearadmit.com/mba-admissions-recommendation-questions/cornell-johnson-mba-recommendation-questions/): September 11th (September 18th)
7. [University of Chicago](https://www.clearadmit.com/mba-admissions-recommendation-questions/chicago-booth-mba-recommendation-questions/): September 12th (September 19th)
8. [MIT](https://www.clearadmit.com/mba-admissions-recommendation-questions/mit-sloan-mba-recommendation-questions/): September 23rd (September 30th)
9. [Duke](https://www.clearadmit.com/mba-admissions-recommendation-questions/duke-fuqua-mba-recommendation-questions/): September 24th (October 1st)

# Career Vision

For some questions, it may be important to frame your responses in context of my career vision (e.g., explaining why certain of my characteristics will be helpful in that career vision arena). So, very briefly, here is my career vision narrative for my application:

My career plan immediately post-MBA is to transition into product management and stay in the same industry (medtech); working in product management will give me general management and product lifecycle experience that will be help me in achieving my ultimate long-term goal: starting and growing a successful venture.

Whether my career vision will play out exactly like this is another question (but don’t mention that to the schools). The goal here is to get in, and schools want to see that I have a clear vision and that the MBA will give me a high likelihood of succeeding in that vision.

# General Questions

My resume is attached, as is a list of questions commonly asked by most schools. Here, I wanted to highlight a few of my key experiences, in case it helps jog your memory. If you have and idea/example of what you would like to write about for a specific question, please use that instead of my suggestions, as that idea/example is likely more impactful than what I’ve thought of anyways.

All the schools’ letters of recommendation have two sections. The first section has simple “score the applicant on X attribute”-type questions. Please do not simply put “he’s the best at X attribute” for every question. Doing so would backfire. One school once put it this way: “If the applicant is already the best at everything, why need an MBA?”

Additionally, each school has an optional short-answer question to provide details that do not fit into any of the questions. You can use this space (or not) to your own judgement. This may be a good space to discuss something unique about me that could differentiate me from the applicant pool.

Stanford, Berkeley, Cornell, and Duke use the [Common Letter of Recommendation (LOR)](https://www.gmac.com/reach-and-recruit-students/prepare-candidates-for-the-exam-classroom/common-letter-of-recommendation-lor), a standard letter of recommendation template developed by the Graduate Management Admission Council (GMAC). A common LOR is directly reusable for any participating school.

## 1) How you know me

Most schools are going to ask something like: “Please describe your interactions with the applicant, how you know them, and their role in your organization”.  Sometimes you won’t be given a lot of room here, so you could touch upon my role and start to mention ways that I excel in this role:

* You’ve known me since 2022, when I joined Dexcom after being referred by Kevin Sayer.
* You were my final interviewer. In that interview we discussed my career vision and how Dexcom would help me achieve that. You were the person that convinced me to come to Dexcom. It may be good to write here about what made you really want me to come to Dexcom vs other companies.
* You’ve overseen my work on the CEP project for my entire time at Dexcom.
* You’ve been a key mentor to my Dexcom responsibilities and career vision. In 1-1 meetings and in-person events, we’ve often had discussions where I have asked for advice/wisdom and your answers have heavily influenced my decision making at Dexcom.
* Briefly describe my software engineering role; it would be great if here you could mention my capabilities in comparison to my peers, especially in the interpersonal skills arena.

## 2)  Career Progression, vis-à-vis my peers

Sometimes you’ll be asked to comment upon my career progression, or how I stack up against my peers. This might be included as part of the first question where you introduce yourself, or it might be its own question. The important thing about this section is not that you emphasize my technical ability or ability to fulfill low-level job functions but that you emphasize my leadership capabilities, including my innovative, persuasive, and pro-active characteristics.

Competition for b-school is fierce; I’ve read that a lot of schools want to know in which ways I’m not just “good”, but “better than” or even “the best at” certain things, especially vs. other folks my age in my role.  Feel free to put whatever you’d like here, but as I look back at what’s made me successful, I think it’s really been a combination of these strengths:

Initiative: I’m always trying to water the grass where I’m at. Last December/January, I mentioned to you that my goal for the coming year was to gain more leadership experience. As a result, you, Xiaoshun, and Steven agreed that I could take on more leadership responsibility with CEP while Steven went away to work on Stelo. It would be great here if you could write about the specific factors that made you think I was ready/capable to take on this responsibility.

Persuasiveness: Though I am still very early on in my career, I try to leverage my experience and expertise to influence team-members for the better wherever possible. Just recently, the CEP went back and forth with stakeholders in debate on whether CEP should own the user property data pipeline. Steven, David, and I all worked together to push the position that CEP should own the pipeline. (Technical reasons for this team decision are probably out-of-scope for the letters of recommendation). As a result, you gave the go-ahead for CEP to develop/own the pipeline.

Coachability: I like to think that I learn and improve at a more rapid rate than my average peer. The timeline for which I was promoted to level II engineer at Dexcom—sooner than HR guidelines—exemplifies this. What factors made you believe that I was ready and capable for the promotion? For this characteristic, I think that this example would be good to write about.

## 3) Top accomplishments / leadership / career potential

Business schools are trying to gauge which applicants have the most potential to ascend to higher levels of management. They’re not looking for adjectives here, but rather specific example(s) of when I have demonstrated leadership potential -- namely, the ability to have a positive impact on or through others. If the question is phrased along the lines of “How will this person be successful in their career?” you can add in why the strengths I showed will be useful in the product management -> entrepreneurship career path.

I leave it up to you, but in my opinion, I’m most proud of my work leading the CEP project during the first half of this year, especially the way that I coordinated with Tarun, the CEP product manager, to plan release scopes and feature priorities.

It required a lot of interpersonal collaboration, and I’m especially proud of how I was able to use my technical knowledge to convert product requirements into technical requirements and delegate those to team members. It was especially gratifying to see that CEP had a measurable impact on the direct-to-watch product adoption rate: we saw a 400% increase in new DTW users immediately after the DTW CEP campaign was launched in the US.

Through CEP, I’ve demonstrated my ability to deliver valuable capabilities and drive meaningful benefit to the business. I’ve also learned how to lead and motivate other members of my team.

## 4) Critical feedback / weaknesses / areas for improvement

Most schools also want to see that candidates grow and learn from their mistakes. For that reason, many schools will ask a question about a time you gave me critical feedback; they might also phrase it differently, such as asking about my weaknesses or what my greatest opportunities are.

When I reflect on how I’ve most improved during my time working with you, I think I’ve taken the most steps to improve my need to satisfy everyone’s needs simultaneously.

In one of our recent 1-1 meetings, I brought up to you that I was becoming overwhelmed and burnt out with all the organizational, development, task management, and support tasks of leading CEP, especially with needing to meet release scopes. You said something along the lines of, “you don’t need to say no to people, it’s about saying ‘yes to ABC now and yes to XYZ later.’” I took that to heart and tried to apply that mentality in CEP management when planning releases with CEP’s product manager, Tarun.

I hope you were able to see my leadership/management experience grow, as now I feel much more capable of addressing and navigating all the corporate “noise” that goes one with leading a software project.

Addressing this weakness is also a key reason that I’m especially excited to attend business school, since I plan to take classes in product management and organization effectiveness.

# School-specific Questions

This section lists school-specific questions that are not addressable by the [General Questions](#_General_Questions).

## University of Pennsylvania

1. Please provide example(s) that illustrate why you believe this candidate will find success in the Wharton MBA classroom. (Word count: 300)
   1. For this question, the school isn’t asking, “why do you believe this candidate will get good grades in the Wharton classroom?” The school is looking for reasons that I will succeed *in the classroom*: will I be able to contribute to classroom discussions? Will I bring unique and valuable experience? Do I have the tenacity and drive to meet classroom obligations? Feel free to use any of the items discussed in the [General Questions](#_General_Questions) to answer this question.
2. Please provide example(s) that illustrate why you believe this candidate will find success throughout their career. (Word count: 300)
   1. For this question, the answer needs to be framed in reference to my [Career Vision](#_Career_Vision). Now that I have some experience in software development, why would I be a good fit for product management post-MBA? What characteristics make me seem fit for the entrepreneurial route later in my career? Answers drawing from my experience should be sufficient for this question.

## Northwestern University

1. Kellogg has a diverse student body and values students who are inclusive and encouraging of others with differing perspectives and backgrounds. Please tell us about a time when you witnessed the candidate living these values. (300 words)
   1. For this one, it would probably be good to mention that my work is heavily integrated with the development team from ITJ. In that sense, I’ve demonstrated my ability to work with individuals from an international background. Every time I communicate with the ITJ personnel, I aim to help improve their skillsets and performance. I believe that CEP has benefitted from having the diverse perspectives of the ITJ team.

## MIT

Please upload a letter or one document that addresses the following questions and cites specific examples or observations about the candidate. Recommendations should be no longer than two pages.

1. Please give an example of the applicant’s impact on a person, group, or organization.
   1. For this one, it might be good to mention how I led the way for CEP to migrate from the NDB database to CloudSQL, setting the precedence for several of the other UDP2 services. I was able to demonstrate feasibility of the solution, implement the solution, and overall decrease the friction faced when developing new CEP features.
2. Please give a representative example of how the applicant interacts with other people.
   1. Other than ideas already presented in the [General Questions](#_General_Questions), you could talk about how I interact with our E2E tester QA team. To be honest, interacting with them is more often frustrating than it is productive, but I do my best in interactions with them to keep a level head and work to diagnose/resolve problems as quickly as possible. I always try to pry and extract the most relevant and helpful information required to resolve a problem to resolve problems as quickly as possible.

Regardless of the outcome of this process, I can’t tell you how much it means to me that you’re supporting my candidacy, especially given how busy I know you are.

With gratitude,

Cameron Greenwalt

**cAMERON gREENWALT**

(385) 310-6815 | camerongreenwalt@gmail.com

**EXPERIENCE**

**DEXCOM, RESEARCH AND DEVELOPMENT (NASDAQ: DXCM) fARMINGTON, ut**

*Software Development Engineer II11/2023 – present*

*Software Development Engineer I 12/2022 – 11/2023*

Dexcom is an industry leader in glucose monitoring devices for diabetes management, having 2.3 million users globally and $3.6B revenue FYE 2023.

* Led a team of four engineers to develop a software platform to facilitate marketing communications via mobile app messaging
  + Increased new production adoption by 400% in a one-month period
  + Persuaded product management to invest more time in addressing critical architecture changes against pressure to develop new features to increase future feature velocity
  + Gained industry newsletter recognition for developing an innovative platform not found elsewhere in the industry
  + Advised against using an in-house software deployment platform, instead taking ownership of managing the deployment process and decreasing process time by 90%
* Secured leadership approval to use a modern software language to increase feature velocity
* Led presentations on technical solutions to various R&D teams, resulting in other teams adopting the solutions presented and decreasing overall go-to-market time
* Promoted to level II engineer sooner than HR regulations for technical and interpersonal ability

**RINCON RESEARCH CORPORATIONtucson, az**

*Research/Scientist I05/2022 – 12/2022*

Rincon Research Corporation is a small company that contracts with the US Intelligence and Defense communities. My work responsibilities were top-secret, so I am limited in the detail I can discuss.

* Advised leaders on integrating novel computing technologies into current products by developing a software prototype and presenting findings to leadership
* Enhanced customer data analysis ability by building a system to gather data from various global sources to one centralized cloud-based location

**EDUCATION**

**UNIVERSITY OF ILLINOIS URBANA-CHAMPAIGNUrbana, IL**

*Master of Computer Science. GPA 3.87/4.0 2023*

**BRIGHAM YOUNG UNIVERSITYProvo, uT**

*Bachelor of Science in Computer Science, Minor in Business. Cum Laude. GPA 3.97/4.0 2022*

* Oak Ridge National Lab intern and BYU Human-centered Computing Lab research assistant
* Worked ~20 hours per week as a teaching assistant throughout the entire program

**ADDITIONAL**

* Co-author of “SparseLU, A Novel Algorithm and Math Library for Sparse LU Factorization” in the *2022 IEEE/ACM Workshop on Irregular Applications: Architectures and Algorithms (IA3)*
* **Volunteer Missionary**, *The Church of Jesus Christ of Latter-day Saints* (2017-2019)
* **Eagle Scout Award Recipient**, *The Boy Scouts of America* (2012)